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**CAPE
COD
REGIONAL
TRANSIT
AUTHORITY**



ANNUAL REPORT 1986/1987

CAPE COD REGIONAL TRANSIT AUTHORITY



ANNUAL REPORT 1986/87

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REPORT OF THE CHAIRMAN & ADMINISTRATOR

Cape Cod is a wonderful place to live and visit. More residents and tourists come to Cape Cod every year. This rise in population increases the demand for all types of services, especially public transportation.

Meeting this ever-increasing demand for public transportation throughout the Cape is Cape Cod Regional Transit Authority's mission. The Authority prides itself not only on dealing with present challenges, but also on planning for the future.

As this report shows, to meet challenges over the past two years, b-bus hours were expanded; modern, new minibuses were added to the b-bus fleet; private carriers were subsidized; human service agency needs met through special contracts; and a marketing study commissioned to help CCRTA serve the public better and to guide the Authority into the future.

As the new decade approaches, the Authority looks forward to meeting the challenges and opportunities of the 1990s. More b-bus service certainly will be needed, but other types of public transit also will be beneficial. The Authority will consider expanding its regularly scheduled bus service between Hyannis and Woods Hole; helping private rail and bus carriers expand service between Hyannis and the Lower Cape and off Cape to Boston and New York; adding shuttles to serve popular tourist attractions and to act as feeders for regular bus and rail service; expanding its outreach to human service agencies; fulfilling more service contracts; and placing development of the long-awaited intermodal transportation center in Hyannis on a fast track.

Whatever the future holds, Cape Cod residents and visitors can be assured that Cape Cod Regional Transit Authority will remain committed to developing innovative, cost-efficient programs to serve Cape Cod's public transit needs.



Robert W. Parady,
*Chairman,
CCRTA Advisory Board*



Joseph G. Potzka, Jr.,
CCRTA Administrator

Robert W. Parady,
Advisory Board Chairman

Joseph G. Potzka, Jr.
Administrator

CAPE COD REGIONAL TRANSIT AUTHORITY

Cape Cod Regional Transit Authority is a public agency controlled by an Advisory Board and managed by an Administrator.

The Advisory Board consists of the chairmen of the Boards of Selectmen of the Authority's member towns or their designees. The Administrator is appointed by the Board.

The Authority generally is responsible for developing, financing and contracting with private companies to meet mass transportation needs throughout Cape Cod. Its primary sources of funds are the federal government, Commonwealth of Massachusetts and its member towns.

Presently, the Authority contracts with operators to provide:

b-bus Service — a door-to-door, ride-by-appointment, paratransit service available to all Cape residents for any purpose. Trips must be reserved 24 hours in advance by calling Cape Transit, Inc.'s, Dennis Operations Center at **1-800-352-7155** from anywhere on Cape Cod or **385-8326** locally. The elderly and handicapped receive priority. More than 20 mini-buses equipped with

(Continued on next page)

CAPE COD REGIONAL TRANSIT AUTHORITY ACTIVITIES 1986 & 1987

During fiscal years 1986 and 1987, Cape Cod Regional Transit Authority moved forward on several fronts to ensure continued public transportation service to everyone who lives on Cape Cod. The Authority's principal activity was operating, through Cape Transit, Inc., of Dennis, Mass., its popular b-bus, door-to-door, ride-by-appointment service. The elderly and handicapped who live on Cape Cod were the primary b-bus riders. During 1986 and 1987, b-bus provided more than 280,000 trips throughout the Cape.

b-bus Hours Expanded

b-bus hours were expanded several times during fiscal years 1986 and 1987, and the b-bus fleet received 20 new minibuses.

In October 1985, two additional b-buses began serving Dennis, Barnstable and Yarmouth 7-8:30 a.m. and 4-7 p.m. In March 1986, b-bus began operating 7 a.m.-7 p.m. in those three towns thanks to the efforts of the Authority, Cape United Elderly, Cape Organization for the Rights of the Disabled and a \$25,000 grant from the Massachusetts Executive Office of Transportation and Construction under its Accessibility Improvement Program. AIP is the state's program to help elderly and handicapped people expand employment and educational opportunities using public transportation.

b-bus hours expanded again in January 1987. The Authority received a \$44,000 state grant, more than half of the \$86,000 granted to RTAs statewide. The grant allowed CCRTA to begin b-bus service at 7 a.m. in most towns on the Cape. In addition, Chatham, Eastham, Falmouth, Harwich and Orleans started receiving service from 4 p.m. to 7 p.m.

DMH Contract

Another service expansion resulted from a contract the Authority executed with the Department of Mental Health during the last week of June 1987. On July 1, 1987, CCRTA began providing service for 95 DMH clients under contract with Barnstable Bus Company.

b-bus Fleet Expanded

Along with service expansion, the Authority upgraded and expanded the b-bus fleet during fiscal '86/'87. In September 1986, as part of the Commonwealth's \$1.9 million Mobility Assistance Program, the Authority received six new wheelchair lift-equipped minibuses valued at more than \$225,000.

This addition to the b-bus fleet, although substantial, seems small compared to the 20 new b-buses added to the fleet during early summer 1987. Fifteen of the new buses were dedicated in a cere-



At top, 15 of a new fleet of 20 wheelchair lift-equipped b-bus minibuses line up at dedication ceremonies June 17, 1987, at the Cape Cod Playhouse in Dennis. At lower left, John Hunter (left), General Manager, Cape Transit, Inc., b-bus's operating company, and CCRTA Administrator Joseph Potzka, Jr., watch as the wheelchair lift on one of the new b-buses is tried out. At lower right, Larry Harmon, Massachusetts Assistant Secretary for Public Transportation, hands the keys to the new b-buses to Robert Parady, CCRTA Advisory Board Chairman and Bourne Selectman.

wheel-chair lifts serve b-bus passengers, and over the past two years, more than 140,000 b-bus trips were provided annually.

Regularly Scheduled Bus Service — Through a private company, Cape Transit, Inc., the Authority provides bus service six days a week between Hyannis and Woods Hole. The Authority also subsidized Cape Cod Bus Lines for a Provincetown-Hyannis route in 1986 and Plymouth & Brockton Street Railway Company, for a Chatham-Hyannis route in 1987.

Special Services Contracts — The Authority provides the following services: 1.) Elder Services of Cape Cod & The Islands - free trips to eligible elderly riders to congregate meal sites throughout the Cape five days a week and also food delivery to these sites. 2.) Department of Mental Health - free transportation for eligible DMH clients to special day care centers five days a week. 3.) Supermarket Trips - free transportation to designated senior housing projects in Orleans to Angelo's Supermarket one day a week.

Boston Medical Trips — The Authority provides two trips per month to Boston hospitals for medical purposes.

We Love Our Bus Driver

To The Editor:

*A tribute to Gail
Rutherford, our b-bus
driver. These are a few
of the helpful things our
driver does for us.*

*She is the most effi-
cient, helpful, caring,
pleasant and thoughtful
bus driver. She will
take you to the doctor,
dentist, drugstore,
Franey's lab, the shoe-
maker, Mediacenter
Five, Bradlee's, Stop &
Shop, Angelo's, beauty
shop and the bank. She
will also do shopping
for you and carry in
your parcels.*

*Because she is an
R.N., she will also take
your blood pressure.
She is an excellent
driver, with the patience
of an angel.*

*Her sense of humor is
tops and she is always
pleasant. Her person is
immaculate. A more
capable lady I never
have met. I could add
much more but time
and space won't permit.
No one can hold a
candle to her.*

*Jean Garside
Brewster*

*Reprinted from the
Cape Cod Oracle,
Aug. 14, 1986*

mony at the Cape Cod Playhouse in Dennis on June 20, 1987. The ceremony was attended by state and local officials, Authority staff, b-bus users and local residents. The new fleet of wheelchair lift-equipped minibuses cost \$662,000. The cost was covered by a combination of federal and state grants, including \$132,400 from the state Executive Office of Transportation and Construction.

Joseph Potzka Becomes CCRTA Administrator

A big change for the Authority during fiscal '86/'87 occurred in its leadership. Josh Gottlieb resigned as Executive Director of the Authority, as of the end of 1986. In January 1987, Assistant Administrator Dennis P. O'Leary Jr. became Interim Administrator, and July 20, 1986, Joseph G. Potzka became the Authority's new Administrator. Before joining CCRTA, he was Lowell Regional Transit Authority Deputy Administrator. Continuing CCRTA's commitments to offering the best possible public transportation to Cape Cod residents, steadily increasing b-bus service, regularly scheduled bus service and other transit services, constructing a new transportation center and combining administration and operation functions in a single, more efficient facility are some of the Authority's goals under its new leadership.

Marketing Study Helps Authority Plan for the Future

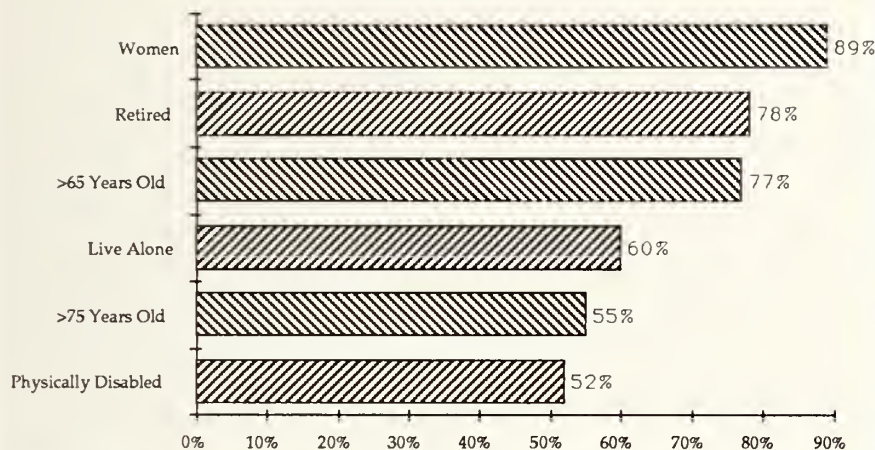
To help plan its future, the Authority commissioned a marketing study in January 1987. The study comprised five areas: 1.) Marketing Environmental Review (survey of riders and non-riders); 2.) Marketing System Review; 3.) Marketing Activity Review; 4.) Presentation of Findings; and 5.) Recommendations for Strategies for Growth. The study's results, which were presented to the Advisory Board in May 1987, will help the Authority develop plans for programs and services more closely in tune with actual public transportation needs on Cape Cod.

Authority Keeps Track of Cape Rail Service & Subsidizes Private Carriers

In its role as overseer of all public transportation on Cape Cod, the Authority kept close track of proposed and actual rail service to the Cape from New York and Boston during fiscal 1986 and 1987.

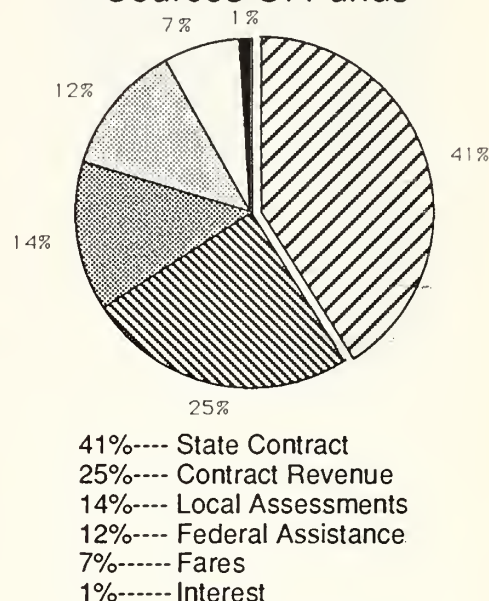
After eight years of discussion and negotiation, several false starts and a 22-year hiatus, New York-to-Hyannis passenger rail service by Amtrak began July 3, 1986. At that time, state officials expressed

Who Rides The b-bus?

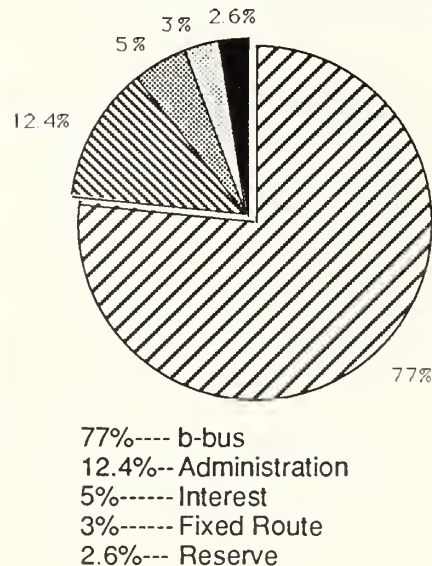


People ride CCRTA's b-bus for many reasons, grocery shopping, traveling to and from doctor appointments, visiting family and friends, or going to the mall. Also, as shown by the Authority's marketing study, 89% of b-bus riders are women and 77% are 65 years old or older.

CCRTA 1977 Sources Of Funds



CCRTA 1977 Costs





Good things happen to people who ride the b-bus

Anne Blanchard met her future husband while riding the b-bus.

Several years ago, Anne was helping a friend with muscular dystrophy to take the b-bus. During the trip she and b-bus driver Harold Kew struck up a conversation.

One thing led to another, and the couple were married Dec. 13, 1986.

Instead of the mandatory limo, Anne and Harold rode to the wedding and reception in a b-bus.

To complete the transit picture. Anne's matron of honor was Barbara O'Reilly who had been a b-bus passenger the day she met Harold, and Harold's best man was fellow b-bus driver Ron Daniels.

Good things happen to people who ride the b-bus.

hope that Cape Cod & Hyannis Railroad, which had operated weekend rail service between Hyannis and the Braintree MBTA station since 1984, would expand its service. In July 1986, CC&HRR began daily summer rail service between Hyannis and Braintree. By the end of the summer, the company had served 66,000 passengers. In 1987, seasonal Amtrak service began May 22 and CC&HRR service began May 23. In its fourth season during 1987, CC&HRR increased its service to five round trips daily.

CCRTA also directly subsidized bus service by private carriers on Cape Cod during fiscal '86/'87. A major subsidy of \$10,460 was granted to Plymouth and Brockton Street Railway Company for its Chatham-Hyannis bus service for the first half of 1987.

CCRTA Takes Part in Professional Transit & Community Activities

In other transit and community activities during fiscal '86/'87, the Authority attended an all-day session in January '87 sponsored by the Massachusetts Association of Regional Transit Authorities. Officials discussed several goals benefiting RTAs across the state, including 1.) limiting tort liability for RTAs through legislation; 2.) continuing stable operating and capital funding for RTAs; 3.) increasing the visibility of transit issues statewide; 4.) obtaining 100% state funding for state-mandated programs; and 5.) developing RTA training programs.

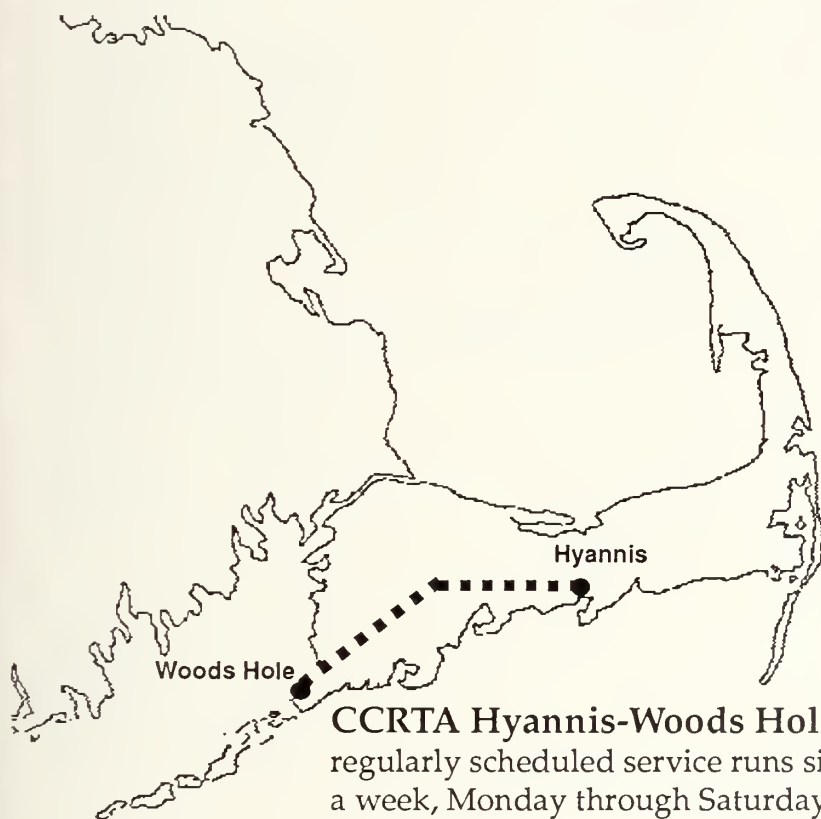
In April 1987, the Authority made a presentation on its b-bus service during the paratransit session of the Southeastern Massachusetts Public Transportation Conference. Sponsored by the state Executive Office of Transportation and Construction, the conference attracted more than 300 people and promoted awareness of public transportation services throughout Southeastern Massachusetts.

During the Harwich Health Fair in April '87, the Authority was on hand to pass out literature and answer questions about CCRTA and its many services.

May 20, 1987, found the Authority participating in "Prospect: Cape Cod." This conference, attended by more than 200 Cape residents, gathered information on issues concerning the future of Cape Cod.

Future Bright As CCRTA Remains Committed to Serving Cape's Public Transit Needs

Cape Cod Regional Transit Authority begins fiscal 1988 with a bright future. The Authority will continue to provide and improve its excellent paratransit, b-bus service and regularly scheduled Hyannis-Woods Hole bus service and to subsidize modes of public transit where needed. In addition, the results of the Authority's marketing study will allow it to pinpoint future opportunities and take advantage of future challenges to serve Cape Cod's public transportation needs.



B-bus Driver Commended for Emergency Action



Veteran b-bus driver Robert I. Carr receives a Certificate of Commendation from CCRTA Administrator Joseph G. Potzka, Jr., for his quick response during an emergency.

Bob Carr, a b-bus driver for more than 11 years, believes helping people is part of his job.

On a Nutrition Site run in Yarmouth, Sept. 8, 1986, he became alarmed when one of his regular riders, an elderly woman, didn't answer the door.

The doors were locked, so he called to her through a partially open window. She answered him, then passed out. Bob immediately called the dispatcher on his radio. The emergency rescue squad was alerted. The fire department helped open the window, and the woman was rushed to the hospital.

Bob truly exemplifies the special type of person it takes to be a b-bus driver.

The accompanying notes
are part of the financial
statements.

BALANCE SHEET

JUNE 30, 1987 AND 1986

ASSETS	1987	1986
Current Assets:		
Cash and short term investments	\$ 1,105,452	\$ 66,914
Operating assistance grants receivable - Federal	225,000	194,737
State and Local	767,592	662,001
Accounts receivable	249,137	223,010
Prepaid expenses and deposits	48,662	9,069
Total current assets	2,395,843	1,155,731
Restricted Asset -		
Grants receivable	662,000	-----
Vehicles and Equipment		
(Notes 2 & 3)	2,586,635	1,924,635
Less - Accumulated depreciation	1,135,254	880,793
	1,451,381	1,043,842
	<u>\$ 4,509,224</u>	<u>\$ 2,199,573</u>
LIABILITIES		
Current Liabilities:		
Revenue anticipation notes (Note 4)	\$ 1,962,000	\$ 875,000
Current portion of transportation bonds	35,000	40,000
Accrued interest	65,411	53,404
Unredeemed fares	4,093	4,621
Accounts payable	59,867	53,859
Total current liabilities	2,126,371	1,026,884
Payable from Restricted Assets	662,000	-----
Transportation Bonds (Note 5)	220,000	260,000
Less - Current portion	35,000	40,000
	185,000	220,000
Unreimbursed Cost of Service	322,065	220,831
Capital Grants:		
Federal	1,823,858	1,664,978
State	503,120	-----
	2,326,978	1,664,978
Less - Amortization	1,113,190	933,120
	1,213,788	731,858
	<u>\$ 4,509,224</u>	<u>\$ 2,199,573</u>

STATEMENT OF REVENUE AND COST OF SERVICE

FOR THE YEARS ENDED JUNE 30, 1987 AND 1986

The accompanying notes
are part of the financial
statements.

	1987	1986
TRANSPORTATION REVENUE	\$ 452,920	\$ 441,258
OPERATING EXPENSES:		
Purchased transportation service	982,468	806,901
Fuel	74,169	96,502
Supplies and maintenance	3,387	20,974
Depreciation	133,747	134,856
Authority administration		
Personnel	116,734	92,085
Professional and technical services	25,378	16,537
Insurance	34,166	39,861
Telephone and utilities	27,118	25,907
Office and other expense	27,896	41,263
	<u>1,425,063</u>	<u>1,274,886</u>
Operating loss	(972,143.)	(833,628.)
OTHER REVENUE AND (EXPENSE):		
Interest income	41,597	21,243
Interest expense	(60,793.)	(48,747.)
Total other revenue (expense)	<u>(19,196.)</u>	<u>(27,504.)</u>
Cost of service in excess of revenue	<u><u>\$ (991,339.)</u></u>	<u><u>\$ (861,132.)</u></u>

The accompanying notes
are part of the financial
statements.

STATEMENT OF UNREIMBURSED COST OF SERVICE

FOR THE YEARS ENDED JUNE 30, 1987 AND 1986

	1987	1986
BALANCE AT BEGINNING OF YEAR	\$ 220,831	\$ 127,410
ADD -		
Cost of service in excess of revenue	(991,339.)	(861,132.)
Depreciation of buses leased to private transportation companies	(120,714.)	(132,414.)
DEDUCT:		
Cost of service reimbursed by the Commonwealth of Massachusetts to be assessed to the cities and towns constituting the Authority	285,308	258,949
Contract assistance portion of the cost of service paid by the Commonwealth of Massachusetts in accordance with a contract for financial assistance between the Authority and the Commonwealth	295,514	258,938
Accessibility Improvement Program contract with the Commonwealth of Massachusetts	51,770	13,652
Cost of transportation equipment not financed by long-term debt, reimbursed by:		
Commonwealth of Massachusetts	135,000	111,062
Cities and towns of the Authority	-----	19,400
Private transportation companies	40,625	40,638
Grant for operating assistance from the Federal Department of Transportation pursuant to Section 18 of the Urban Mass Transportation Act of 1964, as amended	225,000	194,737
Amortization of Federal capital grants	180,070	189,591
BALANCE AT END OF YEAR	<u>\$ 322,065</u>	<u>\$ 220,831</u>

STATEMENT OF CHANGES IN FINANCIAL POSITION

YEARS ENDED JUNE 30, 1987 AND 1986

The accompanying notes
are part of the financial
statements.

	1987	1986
FUNDS WERE USED FOR:		
Cost of service in excess of revenue \$	991,339	\$ 861,132
Less - item not requiring the outlay of funds - depreciation	133,747	134,856
	857,592	726,276
Acquisition of transportation property	662,000	-----
Reduction of transportation bonds	35,000	50,000
	1,554,592	776,276
FUNDS WERE PROVIDED BY:		
Reimbursement of net cost of service by Federal, state and local authorities	857,592	726,276
Capital grants from Federal department of transportation	158,880	-----
Capital grants from Commonwealth of Massachusetts	503,120	-----
Cost of transportation equipment reimbursed by the Commonwealth of Massachusetts, the cities and towns and private companies	175,625	176,087
	1,695,217	902,363
Increase (decrease) in working capital	\$ 140,625	\$ 126,087
CHANGES IN WORKING CAPITAL REPRESENTED BY:		
Increase (decrease) in current assets-		
Cash and short term investments \$	1,038,538	\$(5,144.)
Receivables	161,981	241,268
Prepaid expenses and deposits	39,593	(3,163.)
	1,240,112	232,961
Increase (decrease) in current liabilities-		
Revenue anticipation notes	1,087,000	90,000
Current portion of transportation bonds	(5,000.)	10,000
Accounts payable	6,008	17,027
Accrued interest and unredeemed fares	11,479	(10,153.)
	1,099,487	106,874
Increase (decrease) in working capital	\$ 140,625	\$ 126,087

1. Organization and Significant Accounting Policies

NOTES TO THE FINANCIAL STATEMENTS

JUNE 30, 1987

Organization

The Cape Cod Regional Transit Authority (CCRTA) was organized under Massachusetts General Laws, Chapter 161 B (added by Section 1 of Chapter 1141 of the Acts of 1973) by vote of twelve communities in Barnstable County on October 13, 1976. At the present time, the fifteen communities in Barnstable County are members of the CCRTA. The Authority is coordinating paratransit (demand response) and fixed route service being provided by independent operators. These services include door-to-door demand response service for shopping, health care, work and other purposes and transportation to and from congregate meal sites.

Basis of Accounting

The accounts of the CCRTA are maintained on the accrual basis.

Operating Assistance Grant Funding

Operations of the CCRTA are funded through grants from the Urban Mass Transportation Administration (UMTA), the Commonwealth of Massachusetts and the constituent communities of Barnstable County. Operating assistance grants are limited to expenses incurred during the fiscal year and are subject to the terms and conditions of the grant. The receivable for operating assistance is recognized when reimbursable expenses are incurred with a corresponding reduction of unreimbursed cost of service.

Capital Grant Funding

Revenues from capital grants are recognized in the accounts when expenditures are made that qualify for reimbursement under such grants. When assets acquired with capital grants are charged to the cost of service, a corresponding amount of the capital grant is amortized.

Property and Equipment

Depreciation on property and equipment is computed on the straight line and the sum of the years digits methods and charged to cost of service over estimated useful lives as follows:

Vehicles	3-12 years
Equipment	7 years

Unreimbursed Cost of Service

The legislative act under which the Authority was established provides among other things, that the Commonwealth shall reimburse the Authority for the "net cost of service" as defined. A portion of the amounts reimbursed are then assessed to the towns constituting the Authority. The net cost of service does not include

a charge for depreciation, however for financial reporting purposes the Authority follows the generally accepted method of depreciating the cost of property over its economic useful life.

The unreimbursed cost of service represents the cumulative difference between depreciation charges and the amortization of Federal capital grants and debt service payments made in connection with the acquisition of property.

In 1977, Barnstable County purchased ten passenger vans to develop demand response paratransit service in Barnstable County under a grant from the Federal Highway Administration. On February 9, 1979, the passenger vans and related communications equipment were transferred to the CCRTA to continue coordinating paratransit services in Barnstable County. The vans and equipment acquired by the CCRTA were recorded in the accounts at original cost less accumulated depreciation to the date of transfer with a corresponding credit to the Federal capital grant fund.

A majority of these vehicles have been retired and sold. The net book value of the vehicles sold was amortized against the capital grant and the proceeds from the sale were used to acquire replacement vehicles.

The CCRTA has received Federal capital grants aggregating \$1,722,678 and state capital grants of \$503,120. The grants provide for engineering and design of a maintenance and administrative facility, purchase of vehicles and communications equipment. The Authority has utilized all \$2,225,798 of the grants and has no balance remaining at June 30, 1987.

Revenue anticipation notes are issued during the year in anticipation of receipt of funds under operating assistance or capital grants. At June 30, 1987, the outstanding revenue anticipation note of \$1,300,000 was due July 10, 1987 with interest at 4.95%. The revenue anticipation note was renewed and the grant anticipation note was liquidated.

Transportation bonds were issued in various denominations in August 1984 and April 1985. The bonds were issued to finance the local share of the cost of 6 transit buses, and a Federal capital grant under Section 3 of the Urban Mass Transportation Act amounting to \$700,000 funded the balance of the cost of the buses. The local share of the cost of the buses and the interest cost of the transportation bonds is being recovered through lease payments over twelve years from the private companies who are operating the buses for local fixed route service.

2. Rural Public Transportation Demonstration Grant

3. Capital Grants

4. Revenue Anticipation Note

5. Transportation Bonds

6. Commitments

The Authority office is located in leased premises in Dennis, Massachusetts. The lease expired on May 31, 1987, and was renewed for one year. Aggregate rentals payable under the lease amount to approximately \$7,000 annually through June 30, 1988.

7. Comparison of Expenditures to Operating Budget

	<u>Budget</u>	<u>Actual</u>
Transportation	\$1,200,312	\$1,122,047
Administration	153,299	136,806
Consulting services	28,700	12,097
Marketing and advertising	37,800	20,367
Interest	71,533	60,793
	<u>1,491,644</u>	<u>1,352,110</u>
Revenues	440,250	494,518
Net cost of service before depreciation	<u>\$1,051,394</u>	<u>\$857,592</u>

8. Local Assessments

The net cost of service, as defined, for the year ended June 30, 1987 to be assessed to the communities comprising the Authority amounts to \$285,308. This is comprised of operating expenses and is to be allocated as follows:

Provincetown	\$5,023
Truro	3,012
Wellfleet	9,003
Eastham	3,257
Orleans	12,830
Chatham	6,858
Brewster	11,213
Harwich	13,271
Dennis	23,671
Yarmouth	28,548
Barnstable	79,225
Sandwich	10,200
Falmouth	51,864
Mashpee	9,135
Bourne	18,198
	<u>\$285,308</u>

To the advisory board and administrator of cape cod regional transit authority:

We have examined the balance sheet of the Cape Cod Regional Transit Authority as of June 30, 1987 and 1986, and the related statements of revenue and cost of service, unreimbursed cost of service and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying financial statements present fairly the financial position of the Cape Cod Regional Transit Authority as of June 30, 1987, and the results of its operations and the changes in its financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.



Robert F. Gayton & Company

September 21, 1987

Auditor's Opinion

Robert F. Gayton
& Company
Certified Public
Accountant
39 West Central Street
Natick, MA 01760

CCRTA STAFF

Administrator

Joseph G. Potzka, Jr.

Assistant Administrator

Dennis P. O'Leary, Jr.

Executive Secretary

Paula E. Hutchinson

Bookkeeper

Eleanor Mesquita

CCRTA ADVISORY BOARD

Barnstable

William T. Friel

Bourne

Robert W. Parady,
Chairman

Brewster

Ruth N. Eddy

Chatham

Robert W. Franz

Dennis

Marjarita Doherty,
Clerk

Eastham

Donald A. Sander

Falmouth

John F. Gumbleton

Harwich

Neal Holland

Mashpee

Robert J. Connell

Orleans

Scott V. Barron

Provincetown

Robert Joyce

Sandwich

Judy Koenig

Truro

Monica Kraft

Wellfleet

William Magenau

Yarmouth

Robert C. Lawton, Jr.,
Vice Chairman

**CAPE
COD
REGIONAL
TRANSIT
AUTHORITY**



ANNUAL REPORT 1986/87

**Cape Cod Regional
Transit Authority**

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(508) 385-8311
1-800-352-7155 for b-bus



**CAPE COD REGIONAL
TRANSIT AUTHORITY**

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DENNIS, MASSACHUSETTS 02638

MASS. Y3.CCT2:1988

1988 Annual Report



Cape Cod Regional Transit Authority



GOVERNMENT DOCUMENTS
COLLECTION

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Robert W. Parady
Advisory Board Chairman



Joseph G. Potzka, Jr.
Administrator

Report of the Chairman and Administrator

Population growth causes many problems. Every summer the population on Cape Cod mushrooms from 150,000 year-round residents to nearly 600,000 summer residents, tourists and visitors. Overall, Barnstable County and the Islands have had one of the largest increases in population in the Commonwealth during the last eight years. Cape Cod's population is increasing so rapidly that some have suggested a moratorium on development. If you have never been stuck in traffic on Cape Cod, visualize hundreds of thousands of people trying to get from here to there on a fragile road system consisting mostly of scenic by-ways, and you will have a picture of the most compelling reason for efficient public transportation on the Cape.

Cape Cod Regional Transit Authority's responsibility is to ensure that such transportation exists. We try to meet the present

need for public transportation by building on existing services and developing new services. During this fiscal year, for example, we expanded b-bus service and started the first b-bus service on weekends. With population growth and changing needs, however, a large part of our efforts must include planning for the future, like development of an inter-modal transportation center in Hyannis.

On March 18, 1988, we attended a Blueprint 2000 Regional Hearing sponsored by Massachusetts Lieutenant Governor Evelyn Murphy at the Woods Hole Oceanographic Institution. This and other regional hearings have focused attention on problems and possible solutions to problems we face as we approach the turn of the century.

In keeping with our mission, during the hearing, we presented our assessment of Cape Cod's transportation needs through the year 2000 by sharing with hearing participants our goals for the Authority. Of course, our primary goal is to provide mobility and access to Cape Cod residents. We see this as crucial to the economic and social well-being of our area in the year 2000.

As stated above, increasing population growth is placing more and more demands on our transportation network. In order to prevent gridlock on our roadways, efforts must be made to provide an alternative to the automobile. Cape Cod Regional Transit Authority can and will provide this alternative, as well as provide the only transportation for the public transit dependent elderly, handicapped, low income and those without a car or license.

For these reasons, our services must be preserved and expanded. To ensure this, our goals as we look toward the turn of the century include seeking:

- Continued state and federal operating assistance for regional transit authorities;
- Continued funding of Accessibility Improvement Program, which provides 100% state funding for services for the elderly and handicapped;
- Continued renewal of the Transportation Bond Issue, which provides desperately needed capital assistance for all RTAs, including the Mobility As-

sistance Program, Capital Assistance Program and Intercity Bus Program;

- Continued funding of summer rail service to Cape Cod from New York, Washington and Brantree;
- The requirement that all Executive Office of Human Service departments should contract directly with local RTAs for transportation services to ensure coordination, better equipment use and a more cost effective use of taxpayers' dollars; and
- The requirement that all new development projects, whether business, industrial or residential, address access to and provide provisions for public transportation services.

With these goals firmly in mind, we approach the future confident that we can meet new challenges in ways that will best serve Cape Cod's transportation needs.

Robert W. Parady,
Advisory Board
Chairman

Joseph G. Potzka, Jr.,
Administrator

What Is The Cape Cod Regional Transit Authority?

Cape Cod Regional Transit Authority is a public agency that operates under an Advisory Board and is managed by an Administrator. The Advisory Board consists of the chairmen of the Boards of Selectmen of the **Authority's** member towns or their designees, and the Administrator is appointed by the Board.

The **Authority** generally is responsible for developing, financing and contracting with private companies to meet mass transportation needs throughout Cape Cod. Primary sources of funds are the federal government, Commonwealth of Massachusetts and member towns.

The **Authority** contracts with operators to provide:

b-bus Service — a door-to-door, ride-by-appointment, paratransit service available to all Cape residents for any purpose. Information and scheduling

can be obtained by calling toll-free 1-800-352-7155 from anywhere on Cape Cod or 385-8326 locally.

Regularly Scheduled Bus Service — Bus service six days a week between Hyannis and Woods Hole, as well as subsidies for Provincetown-Hyannis and Chatham-Hyannis service.

Special Services — Free trips to eligible elderly riders to congregate meal sites throughout the Cape five days a week and also food delivery to these sites. Free transportation for eligible Department of Mental Health clients to special day care centers five days a week. Free transportation to designated senior housing projects in Orleans to Angelo's Supermarket one day a week.

Boston Medical Trips — Two trips per month to Boston hospitals for medical purposes.



Cape Cod Regional Transit Authority Fiscal '88 Activities Reciprocity Agreement

In July 1987, the Authority executed an agreement with each of the 13 other Massachusetts RTA's to establish a statewide handicapped travel program. Under the program, each RTA would issue a new handicapped ID card allowing any eligible handicapped resident to ride any service provided by any RTA. This eliminated residency restrictions required in certain regions. The Authority held sessions on Sept. 30 and Oct. 2, 1987, at the Community Action Building in Hyannis and the Bourne Public Library to take photo IDs for the Transportation Access Pass that allows handicapped individuals to participate in transit authority programs statewide.

20 b-buses Replaced

The Authority put 20 new b-buses into service early in July 1987. Bourne, Brewster, Provincetown, Falmouth and Chatham Councils on Aging received replacement buses. The new vehicles were manufactured by Eldorado, can carry up to 20 passengers and all are wheelchair-lift-equipped. Two vehicles are equipped to take three wheelchair passengers and a third is equipped to take up to six wheelchair passengers.

Department of Mental Health Contract

In July 1987, the Authority contracted with the Massachusetts Department of Mental Retardation to provide service for 95 DMR clients. The service, operated by Barnstable Bus Co., picked up clients at their homes and transported them to Adult Day Care Centers in Hyannis and Dennisport. Also through Barnstable Bus, the Authority provided an older b-bus for additional DMH service. By using this vehicle, the Authority saved the state the cost of a one-year bus lease. In FY89, the Authority is

looking forward to adding two additional workshops and doubling the number of clients. In addition, the Authority has ordered three 18-passenger minibuses to replace one large school bus and an obsolete van used by Barnstable Bus Co. to service the Authority's DMR contract. DMR will reimburse CCRTA for the vehicles over the next three years.



CCRTA Human Services Transportation Coordinator William R. Williamson, left, talks with b-bus rider at Cape Cod Mall.

Human Services Transportation Coordinator

Consistent with its feeling that RTAs and other state agencies should cooperate and coordinate public transportation with human service agency transportation, the Authority applied for an Executive Office of Transportation and Con-

struction grant for a Human Services Coordinator. The Human Services Coordinator would work with local agencies and develop plans for services; assist operations staff to coordinate services; and to seek direct contracting opportunities with public and non-profit human service agencies. The 18-month, \$50,000, 100% state-funded grant was executed in October 1987. William R. Williamson of Harwichport, a retired Army colonel with 26 years of military service, was named the Authority's Human Services Transportation Coordinator and began work Jan. 21, 1988. In addition to providing basic service, the Human Services Coordinator focused on special needs; reaching human services agencies that are not aware of the Authority's services; making better use of the federal, state and local money available for public transit; and ensuring that an agency does not create services that overlap what the Authority already provides. During the year, Williamson met with directors of human service organizations and directors of Councils on Aging throughout the Cape. He and a b-bus dis-

patcher conducted membership forums with the Chatham and Sandwich Councils on Aging, the Independent Living Program for Retarded Persons, Cape United Elderly and other similar human services agencies. He also contacted the elderly day care programs on the Cape and assisted them in improving their transportation service. He also was a regular participant in the Community Council, the Lower Cape Coalition and the Executive Office of Human Services Directors Committee. The program resulted in providing more

responsible transportation to clients of Cape Cod's human services agencies; initiated transportation contract discussions with some of these agencies; and increased the Authority's visibility throughout the Cape.

MARTA Meeting

The Authority was host to the annual summer meeting of the Massachusetts Association of Regional Transit Authorities on Aug. 27, 1987. MARTA, whose membership consists of each of the 14 transit authorities in the state (excluding MBTA), meets regularly to pursue RTA initiatives at the state level.



Robert Parady, Bourne Selectman and CCRTA Advisory Board Chairman, left, standing, and Rep. Thomas Cahir, D-Bourne, of the House Transportation Committee, right, standing, watch CCRTA Admin. Joseph G. Potzka, Jr., left, seated, and Howard Taub, EOTC Chief of Programs, sign the \$195,000 state Accessibility Improvement Program grant for expanded b-bus service.



Attending the announcement of the FY88 AIP grant are, left to right, Robert Parady, Bourne Selectmen and CCRTA Advisory Board Chairman; Dot Cahoon, Cape United Elderly; State Rep. Thomas Cahir, D-Bourne, member of the House Transportation Committee; Melva Wood Johnson, Cape Organization for the Rights of the Disabled; John Hunter, Manager, Cape Transit, Inc., b-bus' operator; Martha Colgan, Cape United Elderly; Shirley Grady, Cape United Elderly; Joseph Potzka, Jr., CCRTA Administrator; and Howard Taub, EOTC Chief Program Officer.

FY88 Accessibility Improvement Program

The Authority announced the FY88 AIP program at a press conference Friday, Dec. 4, 1987, at the Old Colony Senior Center, Hyannis. Rep. Thomas Cahir, D-Bourne, a member of the Massachusetts House Transportation Committee, Howard Taub, Chief Program Officer of the Executive Office of Transportation and Construction, Melva Wood Johnson, representing Cape Organization for the

Rights of the Disabled, and Shirley Grady, representative of Cape United Elderly, were invited speakers along with Robert Parady, Bourne Selectman and CCRTA Advisory Board Chairman. Service began Saturday Dec. 12, 1987. The Authority mailed out 3,000 letters and brochures to b-bus riders the week of Dec. 7 to notify them of the expanded hours and free service during the first weekend, Dec. 12 and 13. In addition, brochures were

also sent to local Councils on Aging. CCRTA had expanded service as part of AIP for the previous two years and initiated weekend service in FY88 for the first time. According to State Transportation Secretary Frederick Salvucci, the purpose of the AIP program is to ensure that elderly and handicapped citizens have good access to jobs, education and other opportunities. Locally on the Cape, residents had expressed interest in weekend service in order to go to church, fill prescriptions and for entertainment. Much support

for expanded service on the Cape came from efforts of Cape United Elderly and Cape Organization for the Rights of the Disabled. State support totaled \$13,651 in 1986 and \$51,770 in 1987 and totalled nearly \$200,000 for the 1988 fiscal year. b-bus service covered in the FY88 AIP included Monday-Friday, 7-8 a.m., for Barnstable, Bourne, Brewster, Dennis, Provincetown and Yarmouth; Monday-Friday, 4-7 p.m., for Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown and Yarmouth; Saturday, 9 a.m.-7 p.m., for Barnstable, Bourne, Dennis, Falmouth, Orleans, Yarmouth and Provincetown and until 5 p.m. in Mashpee; and Sunday, 9 a.m.-1 p.m., for Barnstable, Bourne, Chatham, Dennis, Falmouth, Mashpee, Orleans, Provincetown and Yarmouth.

Hyannis Regional Transportation Terminal Task Force

The Authority created the Hyannis Regional Transportation Terminal Task Force and held its first meeting on Sept. 27, 1987.

The Task Force was created to begin the process of establishing a regional transportation terminal on the Cape. Membership meetings are to be held on a regular basis until the project is completed. The Task Force met throughout the year, established a site and developed a transportation needs assessment. EOTC, owner of the pro-

FY88 Elder Services Contract

The Authority contracted with Elder Services of Cape Cod and the Islands, Inc., to provide service for FY88 for a total of \$133,273. This service includes transporting certified elders to and from congregate nutrition sites throughout the Cape; delivering food to nutrition sites on the Cape to be

chased an office computer system. This state grant paid 80% of the cost of four microcomputers, related software and accessories. The local share of this purchase came from the CCRTA reserve fund established in FY86. The system was put in place Dec 4-9, 1987. The Authority's general ledger, accounts payable, check register, budget monitoring, spreadsheets, statistics, accounts receivable and invoicing are on the computer. The system also is used for word processing, desktop publishing and, through its modem, information exchange over the telephone system.

Bus Roadeo

The Massachusetts Association of Regional Transit Authorities held its first annual Bus Roadeo in Worcester Oct. 17, 1987. Every transit system in the state was invited to send three of their best drivers to participate in the MARTA cup. The Bus Roadeo emphasizes professionalism and safe driving habits and promotes driver excellence to the general public. CCRTA b-bus drivers Lawrence Dings and Kathy Ellis of Yarmouthport were among 24 bus operators to compete. The seven-

minute course was more difficult for b-bus operators, who drive 20-foot b-buses rather than the 35-foot buses used at the Roadeo. Participation in the Roadeo underscored the importance of b-bus operators in the safe and reliable delivery of transit service on the Cape.

P&B Subsidy

On Dec. 16, 1987, the CCRTA Advisory Board voted unanimously to approve a subsidy of \$10,000 to Plymouth & Brockton Street Railway Company for the company's Chatham/Hyannis bus route from Oct. 1, 1987, through Sept. 30, 1988, with each of the five towns serviced by the route sharing in the subsidy equally.

b-bus Service Expanded in Wellfleet, Truro & Provincetown

In cooperation with the Provincetown Council on Aging bus service, and through the auspices of Robert Joyce, Provincetown Council on Aging Director and CCRTA Advi-



Kathy Ellis and Lawrence Dings hold certificates they received as participants in the first statewide Bus Roadeo sponsored by the Massachusetts Association of

posed site, conducted a land survey. The Authority submitted a Needs Assessment Summary on Feb. 26, 1988, to EOTC for its review. After EOTC reviews this information and makes recommendations, the Task Force will meet to summarize plans and develop timetables for the project.

used for each site's meals programs and for the Meals on Wheels program; and transportation for clients of Elder Services' Home Care Program.

CCRTA Computer Purchase

Through an EOTC Mobility Assistance Program award, the Authority pur-



sory Board member, on April 4, 1988, the CCRTA expanded its b-bus door-to-door and mid-Cape service to Wellfleet, Truro and Provincetown. An additional day each week, making service available on Mondays, Wednesdays and Fridays, was devoted to providing door-to-door b-bus service from these towns to the mid-Cape and, in particular, to locations within Hyannis. Local door-to-door b-bus service within and between these towns was expanded so that service is available Monday through Friday to all travelers who wish to arrive at their destinations no earlier than 8:30 a.m. and who are able to begin their return trip not later than 3 p.m. Provincetown service is available Saturday from 9 a.m.-7 p.m. and Sunday from 9 a.m.-1 p.m.

Bus Driver Appreciation Day

On May 18, 1988, the Authority saluted its drivers during National Bus Driver Appreciation Day. "We Love Our Bus Driver" buttons were mailed to b-bus riders with a letter asking them to wear the buttons May 18. The Authority sent letters of appreciation to 29 b-bus and 12 Barnstable Bus drivers, thanking them for their professionalism and courteous service. Flowers and boutonnieres were given to each b-bus driver personally by the Administrator and General Manager on the 18th. Arrangements were made with the Cape Cod Mall to run a message saluting bus drivers on its marquee. The Authority ran an ad in the Cape Cod Times congratulating Cape Transit, Inc., and Barnstable Bus Company drivers and listing their names. The Authority and the town of Barnstable issued Bus



Far left, Advis. Brd. Chair. Robert Parady, seated, reads a proclamation, to b-bus driver Bob Carr, left, and Barnstable Bus driver Bob Lennon. Left, CCRTA Admin. Joe Potzka, left, pins a boutonniere on b-bus driver Dave Murdock.

Driver Appreciation Day proclamations, stating that CCRTA bus drivers are "essential to the operation of the Transit Authority, are important people in the lives of their passengers, perform their duties seven days a week in all types of weather in a most efficient, accommodating, and courteous manner, and safely deliver their passengers to and from their destinations."

Summer Rail Service

During the 1988 summer, passenger rail service from New York City returned to Cape Cod for the first time in 24 years. Summer rail service to Cape Cod by the Cape Cod and Hyannis Railroad began on Memorial Day weekend between

Hyannis and Boston. Two new rail services also beginning that weekend were Braintree to Buzzards Bay, with transfers in Falmouth, and a service that meets the Amtrak. Amtrak service from Washington and New York to Cape Cod was the same as the previous year with no direct connections to Falmouth. The Amtrak train stops in Attleboro and passengers transfer to the Cape Cod & Hyannis Railroad. Amtrak service also ran from Washington to New York to Hyannis on weekends. New York-Boston train in Attleboro and provides service to Hyannis and Falmouth. The Authority provided b-bus service to passengers of the 11 p.m. Friday Amtrak train, traveling from the Hyannis railroad depot down-Cape. More than \$2 million was

spent upgrading tracks from Braintree to points on Cape Cod over the past two years.

Councils on Aging Leases

In June 1988, the Authority rewrote its bus leases for five Councils on Aging with the following changes: new vehicles have been assigned to each town; a new maintenance schedule is in effect; and a new statistics and performance data form must be submitted to the Authority for

compliance with state and federal reporting requirements.

Administrator Activities

Small Operations Steering Committee/APTA

In September 1987, the Administrator was elected to represent the region for a three-year term as a member of the Small Operations Steering Committee of the American Public Transit Association. As a member of the Steering Committee, his responsibilities include rep-

resenting small operators from the New England region in APTA affairs and insuring that small operators have a strong voice in Federal policy on the national level.

1987 APTA Annual Meeting & International Public Transit Fair

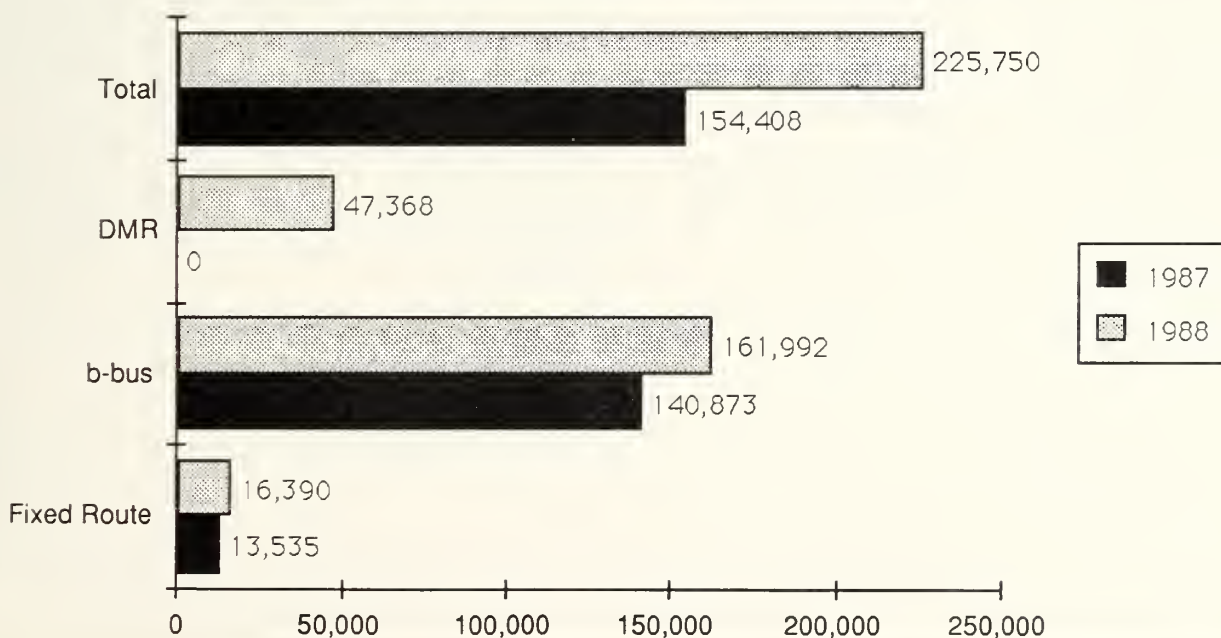
The Administrator attended the 1987 APTA Annual Meeting and International Public Transit Expo in San Francisco Sept. 27-Oct. 1, 1987. The confer-

ence and expo, the largest ever, were attended by about 15,000 people. Much valuable information was gathered in addition to reviewing state-of-the-art international exhibits by private companies that supply products and services to the industry. From coaches to computers, exhibitors displayed everything transit professionals need to meet the increasingly complex challenges of the industry.

Urban Mobility Conference

The Administrator attended a regional conference conducted by the Joint Center for Urban

1987 & 1988 CCRTA Ridership 46% Total Ridership Increase from 1987 to 1988



Mobility Research at the Boston Marriott Nov. 12, 1987, on Transit Initiatives and the Private Sector. The conference presented exemplary public/private transit projects for conference participants. This is an ongoing effort by the federal government to encourage private sector participation in the delivery of transit services.

Rural Transit Assistance Program

In July 1987, the Administrator was appointed a member of the new Massachusetts Rural Transit Assistance Program Advisory Committee. Under this new program, UMTA provides funding to develop programs promoting rural transportation needs throughout the Commonwealth. In a November 1987 meeting, the Administrator and EOTC and University of Massachusetts officials identified the following critical areas: 1.) Operator certification program for dial-a-ride systems; 2.) Dispatcher training program; 3.) Insurance pool for rural operators; 4.) Microcomputer

training for specific transit programs; and 5.) Standardized public service marketing for dial-a-ride systems. The program will be developed by the University of Massachusetts' Rural Transportation Department.

Transit Planning

The Administrator, along with three transit administrators from urban areas, attended a meeting with state Transportation Secretary Frederick Salvucci in November 1987 to discuss regional transit authority issues. Support for the Accessibility Improvement Program, the state bond issue for capital purchases, the potential for a dedicated source of funding and, perhaps most importantly, a program for funding transit planning were discussed. In early 1988, the lack of funding for planning activities for small rural systems was again discussed with Sec. Salvucci. EOTC contracted with the Authority to summarize planning

needs for presentation to representatives of the Department of Public Works who have contracts with regional planning agencies. The hope was to shift funds from traffic planning to transit planning. In a letter to state Assistant Transportation Secretary Ann Hershfang in April 1988, the Administrator outlined seven planning work tasks: 1.) Journey to work studies; 2.) Mobility needs of visitors in Hyannis; 3.) b-bus feeder system; 4.) Mini-computer system review; 5.) Summer shuttle services; 6.) Park-and-Ride lots along Rte. 6; and 7.) Extension of Chatham/Hyannis bus route. In May 1988, the Authority received notice that its request for \$60,000 in planning funds for two years had been tentatively approved. The Authority will begin developing the transit planning program in FY89.

Activities Aiding Public Transit

The Authority took an active role in opposing the Urban Mass Transportation Administration's attempt to prohibit transit

authorities from operating charters within their districts. This would keep the Authority from contracting with private, nonprofit agencies like CORD, CUE, etc. Strong resistance by RTAs and private, nonprofit groups was felt by Congress through the appropriation process and a compromise was reached to exempt these groups from the regulation. In a letter to the Authority, Congressman Gerry Studds thanked the Authority for contacting his office concerning the language of the Department of Transportation Appropriations Bill that would affect charter bus services and pointed out the compromise language in the bill that directed UMTA to change its rules to permit non-profit social service agencies to seek bids for charter services from publicly funded operators like CCRTA.

□□□□

Balance Sheet June 30, 1988 and 1987

	<u>1988</u>	<u>1987</u>
<u>ASSETS</u>		

CURRENT ASSETS:

Cash and short term investments	\$ 156,143	\$ 1,105,452
Operating assistance grants receivable -		
Federal	225,000	225,000
State and local	812,241	767,592
Accounts receivable	285,886	249,137
Prepaid expenses and deposits	81,463	48,662
Total current assets	<u>1,560,733</u>	<u>2,395,843</u>
RESTRICTED ASSETS - Grants receivable	—	662,000
VEHICLES AND EQUIPMENT (Notes 2 and 3)	2,315,576	2,586,635
Less - Accumulated depreciation	1,244,509	1,135,254
	<u>1,071,067</u>	<u>1,451,381</u>
	<u>\$ 2,631,800</u>	<u>\$ 4,509,224</u>

LIABILITIES**CURRENT LIABILITIES:**

Revenue anticipation notes (Note 4)	\$ 1,147,000	\$ 1,962,000
Current portion of transportation bonds	35,000	35,000
Accrued interest	60,377	65,411
Accounts payable	91,577	63,960
Total current liabilities	<u>1,333,954</u>	<u>2,126,371</u>
PAYABLE FROM RESTRICTED ASSETS	—	662,000
TRANSPORTATION BONDS (Note 5)	185,000	220,000
Less - Current portion	35,000	35,000
	<u>150,000</u>	<u>185,000</u>
UNREIMBURSED COST OF SERVICE (Note 2)	241,814	322,065
CAPITAL GRANTS (Note 3):		
Federal	1,332,510	1,823,858
State	514,154	503,120
	<u>1,846,664</u>	<u>2,326,978</u>
Less - Amortization	940,632	1,113,190
	<u>906,032</u>	<u>1,213,788</u>
	<u>\$ 2,631,800</u>	<u>\$ 4,509,224</u>

The accompanying notes are part of the financial statements.

Statement of Revenue and Cost of Service For the Years Ended June 30, 1988 and 1987

	<u>1988</u>	<u>1987</u>
TRANSPORTATION REVENUE	\$ 807,414	\$ 452,920
OPERATING EXPENSES:		
Purchased transportation service	1,469,475	982,468
Fuel	124,376	74,169
Supplies and maintenance	—	3,387
Depreciation	261,786	133,747
Authority administration -		
Personnel	120,090	116,734
Professional and technical services	28,260	25,378
Insurance	62,046	34,166
Telephone and utilities	30,969	27,118
Office and other expense	19,649	27,896
	<u>2,116,651</u>	<u>1,425,063</u>
Operating loss	(1,309,237)	(972,143)
OTHER REVENUE AND (EXPENSE):		
Interest income	39,346.	41,597
Interest expense	(65,107)	(60,793)
Total other revenue (expense)	(25,761)	(19,196)
Cost of service in excess of revenue	<u>\$ (1,334,998)</u>	<u>\$ (991,339)</u>

The accompanying notes are part of the financial statements.

Statement of Unreimbursed Cost of Service For the Years Ended June 30, 1988 and 1987

	<u>1988</u>	<u>1987</u>
BALANCE AT BEGINNING OF YEAR	\$ 322,065	\$ 220,831
ADD - Cost of service in excess of revenue	(1,334,998)	(991,339)
Depreciation of busses leased to private transportation companies	(109,014)	(120,714)
DEDUCT:		
Cost of service reimbursed by the Commonwealth of Massachusetts to be assessed to the cities and towns constituting the Authority	292,441	285,308
Contract assistance portion of the cost of service paid by the Commonwealth of Massachusetts in accordance with a contract for financial assistance between the Authority and the Commonwealth	357,893	295,514
Accessibility Improvement Program contract with the Commonwealth of Massachusetts	161,907	51,770
Cost of transportation equipment not financed by long-term debt, reimbursed by:		
The Commonwealth of Massachusetts	—	135,000
Private transportation companies	30,919	40,625
Grant for operating assistance from the Federal Department of Transportation pursuant to Section 18 of the Urban Mass Transportation Act of 1964, as amended	225,000	225,000
Amortization of capital grants	295,601	180,070
BALANCE AT END OF YEAR	<u>\$ 241,814</u>	<u>\$ 322,065</u>

The accompanying notes are part of the financial statements.

Statement of Changes in Financial Position For the Years Ended June 30, 1988 and 1987

	<u>1988</u>	<u>1987</u>
FUNDS WERE USED FOR:		
Cost of service in excess of revenue	\$ 1,334,998	\$ 991,339
Less - item not requiring the outlay of funds - depreciation	261,786	133,747
	<u>1,073,212</u>	<u>857,592</u>
Acquisition of transportation property	13,675	662,000
Reduction of transportation bonds	35,000	35,000
	<u>1,121,887</u>	<u>1,554,592</u>
FUNDS WERE PROVIDED BY:		
Reimbursement of net cost of service by Federal, state and local authorities	1,037,241	857,592.
Capital grants from Federal Department of Transportation	—	158,880
Capital grants from Commonwealth of Massachusetts	11,034	503,120
Cost of transportation equipment reimbursed by the Commonwealth of Massachusetts, the cities and towns and private companies	30,919	175,625
	<u>1,079,194</u>	<u>1,695,217</u>
Increase (decrease) in working capital	<u>\$ (42,693)</u>	<u>\$ 140,625</u>
CHANGES IN WORKING CAPITAL REPRESENTED BY:		
Increase (decrease) in current assets -		
Cash and short-term investments	\$(949,309)	\$ 1,038,538
Receivables	81,398	161,981
Prepaid expenses and deposits	32,801	39,593
	<u>(835,110)</u>	<u>1,240,112</u>
Increase (decrease) in current liabilities -		
Revenue anticipation notes	(815,000)	1,087,000
Current portion of transportation bonds	—	(5,000)
Accounts payable	27,617	5,480
Accrued interest and unredeemed fares	(5,034)	12,007
	<u>(792,417)</u>	<u>1,099,487</u>
Increase (decrease) in working capital	<u>\$ (42,693)</u>	<u>\$ 140,625</u>

The accompanying notes are part of the financial statements.

***To the Advisory Board and Administrator
Of Cape Cod Regional Transit Authority:***

We have examined the balance sheet of the Cape Cod Regional Transit Authority as of June 30, 1988 and the related statements of revenue and cost of service, unreimbursed cost of service and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and other such auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying financial statements present fairly the financial position of the Cape Cod Regional Transit Authority as of June 30, 1988, and the results of its operations and the changes in its financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.



Robert F. Gayton & Company
Natick, Massachusetts
September 21, 1988

Notes to the Financial Statements June 30, 1988

1. Organization and Significant Accounting Policies

Organization — The Cape Cod Regional Transit Authority (CCRTA) was organized under Massachusetts General Laws, Chapter 161B (added by Section 1 of Chapter 1141 of the Acts of 1973) by vote of twelve communities in Barnstable County on October 13, 1976. At the present time, the fifteen communities in Barnstable County are members of the CCRTA. The Authority is coordinating paratransit (demand response) and fixed route service being provided by independent operators. These services include door-to-door demand response service for shopping, health care, work and other purposes and transportation to and from congregate meal sites.

Basis of Accounting — The accounts of the CCRTA are maintained on the accrual basis.

Operating Assistance Grant Funding — Operations of the CCRTA are funded through grants from the Urban Mass Transportation Administration (UMTA), the Commonwealth of Massachusetts and the constituent communities of Barnstable County. Operating assistance grants are limited to expenses incurred during the fiscal year and are subject to the terms and conditions of the grant. The receivable for operating assistance is recognized when reimbursable expenses are incurred with a corresponding reduction of unreimbursed cost of service.

Capital Grant Funding — Revenues from capital grants are recognized in the accounts when expenditures are made that qualify for reimbursement

under such grants. When assets acquired with capital grants are charged to the cost of service, a corresponding amount of the capital grant is amortized.

Property and Equipment — Depreciation on property and equipment is computed on the straight line and the sum of the year's digits methods and charged to cost of service over estimated useful lives as follows:

Vehicles	3-12 years
Equipment	7 years

2. Unreimbursed Cost of Service

The legislative act under which the Authority was established provides among other things, that the Commonwealth shall reimburse the Authority for the "net cost of service" as defined. A portion of the amounts reimbursed are then assessed to the towns constituting the Authority. The net cost of service does not include a charge for depreciation, however for financial reporting purposes the

Authority follows the generally accepted method of depreciating the cost of property over its economic useful life.

The unreimbursed cost of service represents the cumulative difference between depreciation charges and the amortization of Federal capital grants and debt service payments made in connection with the acquisition of property. It also includes \$231,126 of funds available to meet future needs of the Authority including the planned Regional Transportation Terminal.

3. Capital Grants

The CCRTA has received Federal capital grants aggregating \$1,334,088 and state capital grants of \$514,154. The grants provide for engineering and design of a maintenance and administrative facility, purchase of vehicles and communications equipment. The Authority

has utilized all \$1,848,242 of the grants and has no balance remaining at June 30, 1988.

4. Revenue Anticipation Note

Revenue anticipation notes are issued during the year in anticipation of receipt of funds under operating assistance or capital grants. At June 30, 1988, the \$1,147,000 outstanding revenue anticipation note with interest at 4.7% was due July 10, 1988, at which time it was renewed.

5. Transportation Bonds

Transportation bonds were issued in various denominations in August 1984 and April 1985. The bonds were issued to finance the local share of the cost of 6 transit busses, and a Federal capital grant under Section 3 of the Urban Mass Transportation Act amounting to \$700,000 funded the balance of the cost of the busses. The local share of the cost of the busses and the interest cost of the

transportation bonds is being recovered through lease payments over twelve years from the private companies who are operating the busses for local fixed route service.

6. Commitments

The Authority office is located in leased premises in Dennis, Massachusetts. The lease expired on May 31, 1988, and was renewed for one year. Aggregate rentals payable under the lease amount to approximately \$8,000 annually through June 30, 1989.

7. Comparison of Expenditures to Operating Budget

	<u>Budget</u>	<u>Actual</u>
Transportation	\$1,445,313	\$1,684,736
Administration	164,970	141,730
Consulting services	27,000	8,309
Marketing and advertising	30,800	20,090
Interest	82,000	65,107
	<u>1,750,083</u>	<u>1,919,972</u>
Revenues	719,750	846,760
Net cost of service before depreciation	<u>\$1,030,333</u>	<u>\$1,073,212</u>

8. Local Assessments

The net cost of service, as defined, for the year ended June 30, 1988, to be assessed to the communities comprising the Authority amounts to \$292,441. This is comprised of operating expenses and is to be allocated as follows:

Provincetown	\$ 14,041
Truro	2,958
Wellfleet	9,662
Eastham	4,268
Orleans	12,628
Chatham	4,799
Brewster	10,962
Harwich	10,707
Dennis	23,974
Yarmouth	27,856
Barnstable	76,543
Sandwich	14,599
Falmouth	51,910
Mashpee	11,522
Bourne	16,012
	<u>\$292,441</u>

CCRTA Advisory Board

Barnstable

William T. Friel

Bourne

Robert W. Parady, Chairman

Brewster

Ruth N. Eddy

Chatham

Robert W. Franz

Dennis

Marjarita Doherty, Clerk

Eastham

Donald A. Sander

Falmouth

John F. Gumbleton

Harwich

Neal Holland

Mashpee

Robert J. Connell

Orleans

Scott V. Barron

Provincetown

Robert Joyce

Sandwich

Judy Koenig

Truro

Monica Kraft

Wellfleet

William Magenau

Yarmouth

Robert C. Lawton, Jr., Vice Chairman

CCRTA Staff

Administrator

Joseph G. Potzka, Jr.

Assistant Administrator

Dennis P. O'Leary, Jr.

Executive Secretary

Paula E. Hutchinson

Bookkeeper

Eleanor Mesquita



**Cape Cod Regional
Transit Authority**

P.O. Box F
Old Dennis Court
585 Main Street (Rte. 6A)
Dennis, MA 02638
(508) 385-8311
1-800-352-7155 for b-bus



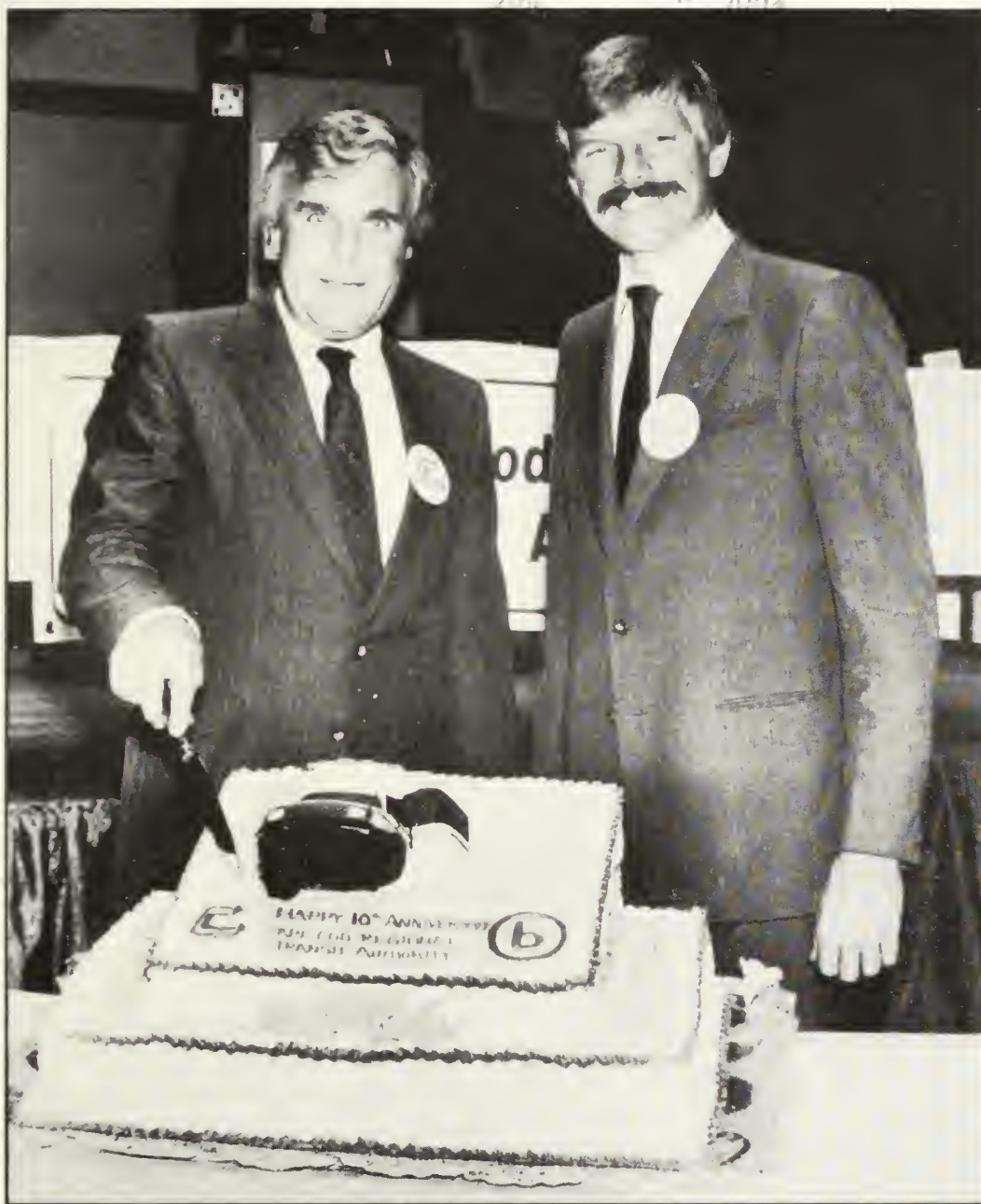
**Cape Cod Regional
Transit Authority**

P.O. Box F
Old Dennis Court
585 Main Street (Rte. 6A)
Dennis, MA 02638

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GOVERNMENT DOCUMENT
COLLECTION

MAY 26 1989



**Cape Cod
Regional
Transit
Authority**

**1989
Annual
Report**



Cape Cod Regional Transit Authority

is a public agency that contracts with private companies to meet mass transportation needs on Cape Cod. Among its services are:

b-bus, a convenient, door-to-door, ride-by-appointment service available to all Cape residents for any purpose;

Regularly scheduled **Hyannis-Woods Hole bus service**;

Subsidies to Plymouth & Brockton Street Railway Co. for **Hyannis-Provincetown and Hyannis-Chatham-Provincetown bus service**;

Special services, including **trips** for eligible elderly to congregate meal sites on the Cape; **transportation** for eligible Department of Mental Retardation clients to day care centers; and **Special medical trips** twice a month to Boston hospitals.

The Authority can be reached at (508) 385-8311 and, for b-bus information and reservations, call 1-800-352-7155.

Cape Cod Regional Transit Authority 1989 Annual Report

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CCRTA Staff & Advisory Board

On the cover: Cape Cod Regional Advisory Board Chairman and Bourne Selectman Robert Parady, left, cuts the Authority's 10th birthday cake with CCRTA Administrator Joseph G. Potzka, Jr., during a 10th anniversary celebration on Aug. 24, 1988, at the Cape Cod Mall in Hyannis.



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Chairman & Administrator's Report

Mobility — our ability to go where we want when we want — has become a habit we now consider a basic freedom. Our freedom of mobility here on Cape Cod, particularly for our elderly and handicapped citizens, was threatened this past year as federal and state budget crises tightened transportation funding.

The funding squeeze made Cape Cod Regional Transit Authority's 1989 fiscal year one of contrasts. While celebrating its 10th year of successfully providing highly valued mobility to Cape residents, hiring a new management company and enjoying tremendous growth in ridership, the Authority experienced budget problems that threatened even basic service.

Thousands of Cape citizens, however, informed state government that the need for public transportation here is vital — that a high percentage of our population is elderly with no other means of mobility except public transit and that CCRTA services are the only public transit services for the handicapped. Cape state legislators rallied to their constituents' call and helped CCRTA on Beacon Hill, including Rep. Thomas Cahir, Sen. Henri Rauschenbach and Rep. Eric Turkington.

Service cuts were avoided, but the struggle to maintain basic service will continue in FY90 and the near future. With a new operating company, ATE Management & Services Co., Inc., on board, CCRTA is reviewing its operations, tightening its belt and making every effort to provide cost effective public transit to Cape residents, particularly to those most in need.

Meanwhile, CCRTA has seen the greatest use of its services in its 10-year history. As our 10th anniversary celebration reached a peak in late summer of 1988, we knew that, if ridership trends continued, FY89 would be the third consecutive record-breaking year. FY89 ridership had soared to 345,000 by year's end.

The unprecedented use of CCRTA services shows how thousands of Cape residents rely on public transportation and how great an opportunity exists to enhance public transportation to take advantage of growing demand. As Cape roads become increasingly crowded, with the situation even now threatening our quality of life, more people, both year-round residents and summer visitors, will turn to public transportation. We are faced with doing more with less, providing more service with tighter funding.

We continue, however, to plan expanded transit services and to search for the right combination of resources to make them happen. The Hyannis Regional Transportation Center, for example, will some day be the centerpiece of a transportation network connecting passengers to their destinations by a combination of train, bus, airplane, steamship, taxi and private car.

The Authority can provide quality public transportation even when financial resources are strained by creatively seeking alternative funding sources. With federal, state and local funding becoming scarcer, we must use what we have learned in these hard times to turn challenges into opportunities. A major trend in the early '90s, for example, will be public/private partnerships such as those being forged for the Hyannis Regional Transportation Center.

With a decade under its belt and its anniversary celebrations over, the Authority looks toward 1990 determined to make public transportation on Cape Cod the best anywhere.



Robert W. Parady
**Robert W. Parady,
Chairman,
CCRTA Advisory Board**



Joseph G. Potzka, Jr.
**Joseph G. Potzka, Jr.,
CCRTA Administrator**

"From 1978 to 1988, Cape Cod Regional Transit Authority carried more than 1.6 million passengers and provided more than eight million miles of bus service."

Cape Cod Regional Transit Authority Activities During Fiscal 1989

because of budget problems, Cape Cod Regional Transit Authority undertook a number of initiatives during its 1989 Fiscal Year to bring public transportation to Cape residents and visitors. This report hits some of the year's highlights.

CCRTA Celebrates 10th Anniversary

Authority a happy 10th birthday, watch state and federal officials congratulate the Authority for its services and share a giant birthday cake.



Eighty-four-year-old Lily Gray of South Dennis receives a plaque from CCRTA Advisory Board Chairman Robert Parady during the Authority's 10th birthday party at the Cape Cod Mall in Hyannis on Aug. 24, 1988. The plaque recognizes Ms. Gray as the holder of the first b-bus pass.

The celebration was attended by CCRTA board members and employees, local, state and federal officials, b-bus riders, friends and the general public.

From a high of celebrating its 10th anniversary of service to Cape Cod residents to a low of entertaining the possibility of stopping service

Well-wishers gathered at the Cape Cod Mall on Aug. 24, 1988, to wish Cape Cod Regional Transit

After CCRTA Administrator Joseph Potzka and Advisory Board Chairman Robert Parady kicked off the event, accolades for the Authority came from Barnstable County Commissioner Robert O'Leary, Massachusetts Representatives Henri Rauschenbach and Thomas Cahir, Mark Forest, U.S. Rep. Gerry Studds' regional representative, and Massachusetts Assistant Secretary of Transportation Larry Harman.

The Authority thanked its patrons and employees for helping it achieve success. Parady presented b-bus rider Lily Gray, 84, of South Dennis with a plaque recognizing her as holder of the first b-bus pass. Parady also cited Advisory Board members Neal Holland and Robert Franz for 10 years of service.

Veteran b-bus employees who received awards included Assistant Administrator Dennis O'Leary, drivers Patricia Atkins, Robert Carr, William Hayes, Edward Kline, Francisco Monterio, Donald Rose and Robert Santos, mechanic Frank Foster and dispatchers Laura Cullen, Frances Neal and Esther Paul.

Following the speeches and presentations, more than 250 people enjoyed a 14-inch-high birthday cake topped with a b-bus replica.

From 1978 to 1988, the Authority carried more than 1.6 million passengers and provided more than eight million miles of bus service.

Transit Authority Hires New Operating Company

On Jan. 1, 1989, a new company took over operation of the Authority's b-bus for the first time in 10 years. After a two-month search, the Authority's Advisory Board unanimously awarded ATE Management & Services Co., Inc., of Cincinnati, Ohio, a three-and-a-half-year contract to operate b-bus. Senior Vice President Lee Johnson, ATE's senior management executive for New

England, oversees b-bus operation. The new General Manager is William Williamson of Harwich Port.



Lee Johnson, Sen. V.P. & Sen. Mngmnt. Exec. for New England, ATE Management & Services Co., Inc.

The Authority received proposals from companies in states across the country, including California, Pennsylvania, Ohio, Missouri and Massachusetts. The management contract selection committee of the Authority's Advisory Board interviewed four companies before selecting ATE.

CCRTA decided to request new proposals for two reasons: First, because of rapid growth, with the Authority's budget having increased by 40% over the two years preceding the management change; and second, because of a national initiative by the federal government to increase privatization of government services by increasing competition to improve service and decrease costs.

The Authority selected ATE for these reasons: 1.) the company is the largest management service firm of its type in the country and has expertise in scheduling, personnel management, computer systems and other areas crucial to CCRTA as it grows; 2.) ATE's proposal named William Williamson, a retired Army colonel with extensive fleet management experience as b-bus general manager; and 3.) ATE submitted a very competitive management fee.

Established in 1969, ATE manages 67 transit systems nationwide. Seventeen of these are paratransit systems like b-bus. The company has 14,000 employees, 7,000 vehicles, \$70 million in capital assets and a 95% contract renewal rate. Its parent company is Ryder System, Inc., a \$5.6 billion, Fortune 500 transportation company.

Regionally, the firm has managed operations for Worcester Regional Transit Authority for 10 years and Merrimack Valley Regional Transit Authority in the Lawrence/Haverhill area for five years.

The Authority is extremely enthusiastic about ATE's ability to improve CCRTA services. ATE will assist the Authority with: 1.) an expert technical staff in all aspects of the transit industry; 2.) computer software that, for example, can manage the entire maintenance operation; 3.) massive buying power that can save on purchases like parts and fuel; and 4.) a research and development department that continually develops, tests and passes on new products to clients.

Bus Ridership Increases Dramatically For Third Consecutive Year

Bus ridership on the Authority's services followed a three-year trend of explosive growth through FY89. The Authority's b-bus service, which provides door-to-door rides by appointment for any purpose to all Cape residents, its regularly scheduled bus service between Hyannis and Woods Hole, which operates six days a week, and its contract services all have experienced increases in ridership.

Ridership reached an all-time high of nearly 345,000 one-way trips during FY89. Ridership on the Hyannis-Woods Hole bus route increased 20%, b-bus ridership increased 11% and contract services doubled. Overall FY 89 ridership increased 55% over FY88.

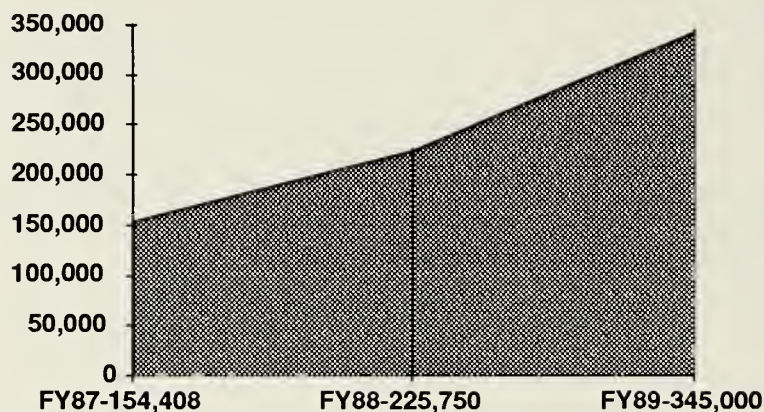
More than 1.6 million revenue miles of service were provided, a 10% increase over FY88.

"The Authority selected ATE (as the new b-bus manager) because the company is the largest management service firm of its type in the country and has expertise in scheduling, personnel management, computer systems and other areas crucial to CCRTA as it grows."

FY89 ridership milestones followed record ridership in FY87 of more than 154,000 and record ridership in FY88 of nearly 226,000.

CCRTA Ridership FY87-FY89

CCRTA has enjoyed record ridership for the last three fiscal years.



Authority Aggressively Cuts Costs

To meet FY89's fiscal restraints, the Authority initiated intensive cost-cutting measures. Efforts to tighten the Authority's belt included: 1.) eliminating overtime where possible, for example, hiring part-time drivers to fill in for full-time drivers; 2.) shopping aggressively for spare parts to get lower-cost bulk purchasing through Ryder, ATE's parent company; 3.) implementing more stringent vehicle preventive maintenance practices to head off costly repairs; and 4.) consolidating routes with marginal ridership.

Other CCRTA FY89 Activities

Cape Cod Regional Transit Authority undertook many other activities during FY89. Among those activities were the following:

During summer of 1988, the CCRTA purchased three 18-passenger mini-buses to replace two leased vehicles and an older van used by Barnstable Bus Co. for DMR service. DMR will reimburse CCRTA for these mini-buses over the next three years.

Also during that summer, CCRTA's Human Services Coordinator continued

an outreach program, informing social service agencies, private non-profits and nursing home staff members, residents and their families

about CCRTA services. Contracts were executed for Friday night service for the Barnstable Recreation Commission Special Needs Program and Sight Loss Services to transport visually handicapped clients to and from support group meetings in Barnstable, Dennis and Yarmouth.

The Authority

attracted many new b-bus riders during August 1988 with radio advertising and promotion tied to its 10th anniversary. Four radio spots daily for three weeks highlighted b-bus benefits and offered new riders a month's free service for saying they had heard about b-bus on the radio.

In September 1988, the Authority applied to EOTC for \$295,000 to continue Accessibility Improvement Program funding for FY89 and to expand service in the majority of CCRTA's member communities — 7 a.m.-7 p.m. Monday through Friday, 9 a.m.-7 p.m. Saturday and 9 a.m.-1 p.m. Sunday. AIP is 100% state-funded and provides transportation for elderly and handicapped citizens for employment, education and other opportunities.

CCRTA continued pursuing development of the Hyannis Regional Transportation Center. The Task Force met in September 1988 to discuss hiring a needs assessment consultant, review proposals for development next to the proposed site and seek private/public development advice from Urban Mass Transportation Administration's Public Private Transportation Network. The Task Force continued meeting throughout

the year to discuss joint development, traffic, access and funding.

Also in September, CCRTA again provided transportation to wheelchair participants in the annual Falmouth Road Race.

In October 1988, EOTC agreed to give CCRTA \$60,000 through Cape Cod Planning and Economic Development Commission over two years for transportation planning. A contract was discussed with Commission Executive Director Armando Carbonell, but the planning program was cut during the state's fiscal crisis.

When the '88/'89 school year began, the Authority began transporting Hyannis East Elementary School children to the Child Development Center, an after school day care program.

In the fall of 1988, for the first time, CCRTA issued b-bus Report Cards. These were placed aboard b-buses so riders could rate their b-bus trip and mail the Report Card back to the Authority. Riders responded enthusiastically and gave CCRTA and its drivers high marks for b-bus service. The Report Cards will be issued periodically so the Authority can track how riders feel about its service.

In December 1988, CCRTA received new bus stop signs, which were installed over the next month along the Hyannis-Woods Hole route.

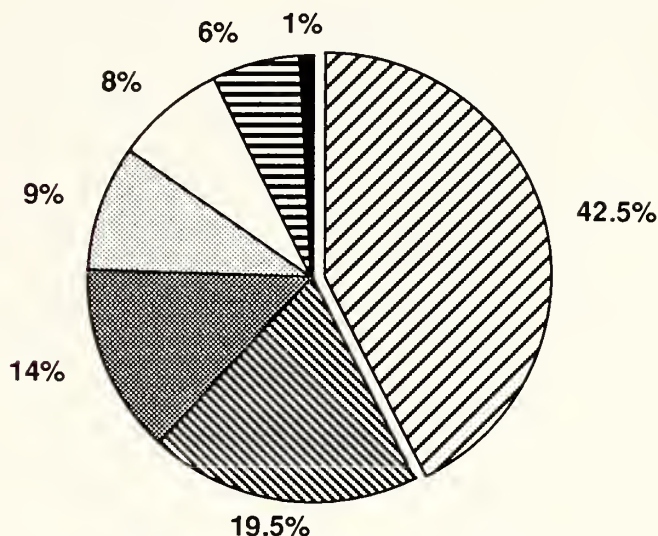
In January 1989, Laidlaw Transit, Inc., a Canadian-based school bus operating company, purchased Barnstable Bus Co., which is under contract to CCRTA to provide transportation for the Department of Mental Retardation. Barnstable Bus personnel were retained by Laidlaw.

January also saw the beginning of more formal dialogue among CCRTA, Steamship Authority and Martha's Vineyard Transit Authority to encourage service coordination and better regional public transit cooperation.

The Authority's Administrator attended a management seminar

sponsored by the American Public Transit Association in February 1989 as a member of the APTA Small Opera-

CCRTA FY89 Sources of Funds



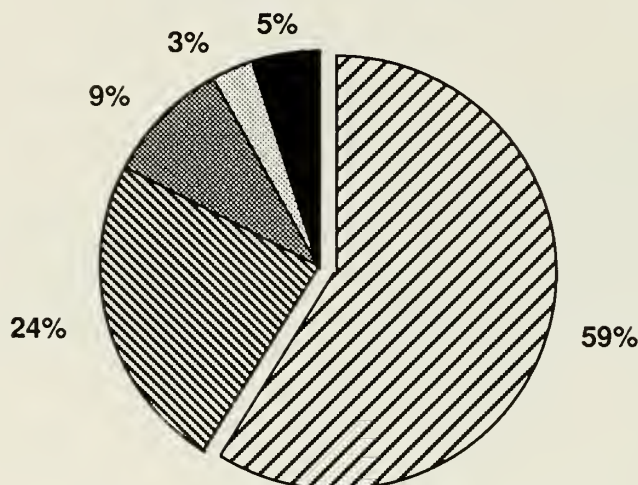
Contract Revenue	42.5%
State Contract	19.5%
Local Assessments	14%
Federal Assistance	9%
AIP	8%
Fares	6%
Interest	1%

tors Steering Committee to discuss federal issues brought to the fore by the administration of President Bush.

Massachusetts' state budget problems came home to CCRTA in March 1989. CCRTA announced b-bus service would stop May 1 if, because of proposed FY90 state budget cuts, the Authority did not receive more than \$320,000 in Department of Elder Affairs reimbursements for FY88 and FY89. In January the Authority had been forced to ask towns to pay more of the cost of weekend b-bus service because of cuts in state funding. By March, proposed FY90 state budget cuts threatened another \$160,000 in direct funding for CCRTA. Intense

efforts by Cape Cod's state legislators, including Rep. Thomas Cahir, Sen. Henri Rauschenbach and Rep. Eric

CCRTA FY89 Uses of Funds



b-bus	59%
Department of Mental Retardation	24%
Administration	9%
Fixed Route	5%
Interest	3%

Turkington, as well as Cape United Elderly, Cape Organization for the Rights of the Disabled, b-bus riders, Cape residents and others succeeded in reinstituting enough funding for CCRTA to avert service cuts between March 1989 and the end of FY89.

In May 1989, CCRTA's Administrator met with state officials to discuss FY90 budget needs, capital plans, service, operations and other issues. Also in May, the Authority joined RTAs statewide, through the Massachusetts Association of Regional Transit Authorities, to recommend new state legislation to consolidate all human service agency transportation. MARTA recommended that regional transit authorities become designated transportation brokers/providers under the Ex-

ecutive Office of Human Services in each of the state's 15 transportation regions. The state could save 20% of the \$44 million spent annually on human service agency transportation by using RTAs to create a coordinated regional transportation network.

By May 1989, technical staff assistance from ATE, the Authority's new management company, had resulted in an enhanced maintenance program that included: 1.) periodic checks of assigned vehicles by drivers; 2.) thorough preventive maintenance sessions for each vehicle at carefully prescribed intervals; 3.) maintenance training for new drivers; 4.) comparative price shopping for spare parts and related equipment; 5.) establishment of a maintenance history for each vehicle; and 6.) off-site training for maintenance staff. The program resulted in substantial decreases in on-the-road service calls and maintenance costs.

In June 1989, in order to distinguish more clearly the minibuses providing Hyannis-Woods Hole service from those providing b-bus service, windows with large block letter destination signs were installed in fiberglass panels above the drivers on the fronts of these minibuses.

Operating statistics compiled at the end of FY89 showed that Cape Cod Regional Transit Authority owned and leased 67 vehicles providing more than 1.6 million revenue miles, 88,000 revenue hours and a ridership of nearly 345,000.

**Cape Cod
Regional Transit Authority
Balance Sheet
June 30, 1989 and 1988**

	<u>1989</u>	<u>1988</u>
ASSETS		
CURRENT ASSETS:		
Cash	\$ 223,456	\$ 156,143
Operating assistance grants receivable -		
Federal	335,000	225,000
State and local	1,046,302	812,241
Accounts receivable	334,954	285,886
Prepaid expenses and deposits	70,808	81,463
Total current assets	2,010,520	1,560,733
VEHICLES AND EQUIPMENT		
(Notes 2 & 3)	2,425,706	2,315,576
Less - Accumulated depreciation	1,513,268	1,244,509
	912,438	1,071,067
	<u>\$ 2,922,958</u>	<u>\$ 2,631,800</u>
LIABILITIES		
CURRENT LIABILITIES:		
Revenue Anticipation notes (Note 4)	\$ 1,634,000	\$ 1,147,000
Current portion of transportation bonds	25,000	35,000
Accrued interest	95,158	60,377
Accounts Payable	138,039	91,577
Total current liabilities	1,892,197	1,333,954
TRANSPORTATION BONDS		
(Note 5)	150,000	185,000
Less - Current portion	25,000	35,000
	125,000	150,000
UNREIMBURSED COST OF SERVICE (Note 2)		
	195,459	241,814
CAPITAL GRANTS (Note 3):		
Federal	1,334,088	1,332,510
State	514,154	514,154
	1,848,242	1,846,664
Less - Amortization	1,137,940	940,632
	710,302	906,032
	<u>\$ 2,922,958</u>	<u>\$ 2,631,800</u>

The accompanying
notes are part of
the financial
statements.

***Cape Cod Regional
Transit Authority
Statement of Revenue
And Cost of Service
For the Years Ended
June 30, 1989 and 1988***

	<u>1989</u>	<u>1988</u>
TRANSPORTATION REVENUE	\$ 1,213,254	\$ 807,414
OPERATING EXPENSES:		
Purchased transportation service	2,003,809	1,469,475
Fuel	141,324	124,376
Depreciation	171,445	261,786
Authority administration - Personnel	130,435	120,090
Professional and technical services	49,425	28,260
Insurance	47,175	62,046
Telephone and utilities	37,134	30,969
Office and other expense	27,358	19,649
	<u>2,608,105</u>	<u>2,116,651</u>
Operating loss	(1,394,851)	(1,309,237)
OTHER REVENUE AND (EXPENSE)		
Interest income	36,130	39,346
Interest expense	(84,025)	(65,107)
Total other revenue (expense)	<u>(47,895)</u>	<u>(25,761)</u>
Cost of service in excess of revenue	<u>\$(1,442,746)</u>	<u>\$(1,334,998)</u>

The accompanying
notes are part of
the financial
statements.

***Cape Cod Regional
Transit Authority
Statement of Unreimbursed Cost
Of Service for the Years Ended
June 30, 1989 and 1988***

	<u>1989</u>	<u>1988</u>
BALANCE AT BEGINNING OF YEAR	\$ 241,814	\$ 322,065
ADD - Cost of service in excess of revenue	(1,442,746)	(1,334,998)
Depreciation of busses leased to private transportation companies	(97,314)	(109,014)
DEDUCT:		
Cost of service reimburs- ed by the Commonwealth of Massachusetts to be assessed to the cities and towns constituting the Authority	342,951	292,441
Contract assistance por- tion of the cost of ser- vice paid by the Common- wealth of Massachusetts in accordance with a contract for financial assistance between the Authority and the Commonwealth	490,900	357,893
Accessibility Improvement Program contract with the Commonwealth of Massachusetts	212,450	161,907
Cost of transportation equipment not financed by long-term debt, re- imbursed by private transportation companies	25,096	30,919
Grant for operating assis- tance from the Federal Department of Transport- ation pursuant to Sec- tion 18 of the Urban Mass Transportation Act of 1964, as amended	225,000	225,000
Amortization of capital grants	197,308	295,601
BALANCE AT END OF YEAR	<u>\$ 195,459</u>	<u>\$ 241,814</u>

The accompanying
notes are part of
the financial
statements.

***Cape Cod Regional
Transit Authority Statement
Of Cash Flows Years Ended
June 30, 1989 and 1988***

	<u>1989</u>	<u>1988</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Cost of services in excess of revenues	\$(1,442,746)	\$(1,334,998)
Adjustments to reconcile net income to cash pro- vided by operating activities - Depreciation	171,445	261,786
Changes in:		
Accounts receivable	(393,129)	(81,398)
Prepaid expenses	10,655	(32,801)
Accounts payable	46,462	27,617
Accrued interest	34,781	(5,034)
Cash (used) by oper- ating activities	(1,572,532)	(1,164,828)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Acquisition of fixed assets	(110,130)	(13,675)
Cash (used) for in- vesting activities	(110,130)	(13,675)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from loan activities,	634,000	1,147,000
Repayment of notes	(1,182,000)	(1,997,000)
Contract assistance	1,297,975	1,068,160
Capital grants	-	11,034
Cash provided by fi- nancing activities	1,749,975	229,194
Net increase (de- crease) in cash	67,313	(949,309)
CASH - beginning of year	156,143	1,105,452
CASH - end of year	<u>\$ 223,456</u>	<u>\$ 156,143</u>

The accompanying
notes are part of
the financial
statements.

Auditors' Report

To the Advisory Board and Administrator of Cape Cod Regional Transit Authority:

We have audited the accompanying balance sheets of the Cape Cod Regional Transit Authority as of June 30, 1989 and the related statements of revenue and cost of service, unreimbursed cost of service and cash flows for the years then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above, present fairly, in all material respects, the financial position of the Cape Cod Regional Transit Authority as of June 30, 1989, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.



Robert F. Gayton & Company
Certified Public Accountant
39 West Central Street
Natick, Massachusetts 01760
September 20, 1989

Cape Cod Regional Transit Authority Notes to Financial Statements June 30, 1989

1. Organization and Significant Accounting Policies

Organization - The Cape Cod Regional Transit Authority (CCRTA) was organized under Massachusetts General Laws, Chapter 161B (added by Section 1 of Chapter 1141 of the Acts of 1973) by vote of twelve communities in Barnstable County on October 13, 1976. At the present time, the fifteen communities in Barnstable County are members of the CCRTA. The Authority is coordinating paratransit (demand response) and fixed route service being provided by independent operators. These services include door-to-door demand response service for shopping, health care, work and other purposes and transportation to and from congregate meal sites.

Basis of Accounting - The accounts of the CCRTA are maintained on the accrual basis.

Operating Assistance Grant Funding - Operations of the CCRTA are funded through grants from the Urban Mass Transportation Administration (UMTA), the Commonwealth of Massachusetts and the constituent communities of Barnstable County. Operating assistance grants are limited to expenses incurred during the fiscal year and are subject to the terms and conditions of the grant. The receivable for operating assistance is recognized when reimbursable expenses are incurred with a corresponding reduction of unreimbursed cost of service.

Capital Grant Funding - Revenues from capital grants are recognized in the accounts when expenditures are made that qualify for reimbursement under such grants. When assets acquired with capital grants are charged to the cost of service, a corresponding amount of the capital grant is amortized.

Property and Equipment - Depreciation on property and equipment is computed on the straight line and the sum of the years digits methods and

charged to cost of service over estimated useful lives as follows:

Vehicles	3-12 years
Equipment	7 years

2. Unreimbursed Cost of Service

The legislative act under which the Authority was established provides, among other things, that the Commonwealth shall reimburse the Authority for the "net cost of service" as defined. A portion of the amounts reimbursed are then assessed to the towns constituting the Authority. The net cost of service does not include a charge for depreciation; however, for financial reporting purposes, the Authority follows the generally accepted method of depreciating the cost of property over its economically useful life.

The unreimbursed cost of service represents the cumulative difference between depreciation charges and the amortization of Federal capital grants and debt service payments made in connection with the acquisition of property. It also includes \$231,126 of funds available to meet future needs of the Authority, including the planned Regional Transportation Terminal.

3. Capital Grants

The CCRTA has received Federal capital grants aggregating \$1,334,088 and state capital grants of \$514,154. The grants provide for engineering and design of a maintenance and administrative facility, purchase of vehicles and communications equipment. The Authority has utilized all \$1,848,242 of the grants and has no balance remaining at June 30, 1989.

4. Revenue Anticipation Note

Revenue anticipation notes are issued during the year in anticipation of receipt of funds under operating assistance or capital grants. At June 30, 1989 the \$1,634,000 outstanding revenue anticipation note with interest at 5.45% was due July 7, 1989 at which time it was renewed.

5. Transportation Bonds

Transportation bonds were issued in various denominations in August 1984 and April 1985. The bonds were issued to finance the local share of the cost of 6 transit busses, and a Federal capital grant under Section 3 of the Urban Mass Transportation Act

amounting to \$700,000 funded the balance of the cost of the busses. The local share of the cost of the busses and the interest cost of the transportation bonds is being recovered through lease payments over twelve years from the private companies who are operating the busses for local fixed route service.

6. Commitments

The Authority office is located in leased premises in Dennis, Massachusetts. The lease expired on May 31, 1989, and was renewed for one year. Aggregate rentals payable under the lease amount to approximately \$8,000 annually through June 30, 1990.

7. Comparison of Expenditures to Operating Budget

	<u>Budget</u>	<u>Actual</u>
Transportation	\$2,216,303	\$2,221,425
Administration	186,270	165,618
Consulting services	25,000	19,060
Marketing and advertising	30,500	30,557
Interest	90,000	84,025
	<u>2,548,073</u>	<u>2,520,685</u>
Revenues	1,306,390	1,249,384
Net cost of service before depreciation	<u>\$1,241,683</u>	<u>\$1,271,301</u>

8. Local Assessments

The net cost of service, as defined, for the year ended June 30, 1989 to be assessed to the communities comprising the Authority amounts to \$342,951. This consists of operating expenses and is to be allocated as follows:

Provincetown	\$ 11,487
Truro	1,528
Wellfleet	9,734
Eastham	5,781
Orleans	12,664
Chatham	9,138
Brewster	9,058
Harwich	17,661
Dennis	26,146
Yarmouth	36,792
Barnstable	94,537
Sandwich	23,774
Falmouth	56,349
Mashpee	11,053
Bourne	17,249
	<u>\$342,951</u>

CCRTA Advisory Board

Barnstable

William T. Friel

Bourne

Robert W. Parady, Chairman

Brewster

Ruth N. Eddy

Chatham

Robert W. Franz

Dennis

Marjarita Doherty, Clerk

Eastham

Donald A. Sander

Falmouth

Virginia Valiela

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Neal Holland

Mashpee

Robert J. Connell

Orleans

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Provincetown

Robert Joyce

Sandwich

George Dunham

Truro

Monica Kraft

Wellfleet

William Magenau

Yarmouth

**Robert C. Lawton, Jr., Vice
Chairman**

CCRTA Staff

Administrator

Joseph G. Potzka, Jr.

Assistant Administrator

Dennis P. O'Leary, Jr.

Executive Secretary

Paula E. Hutchinson

Bookkeeper

Eleanor Mesquita



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